

Photo by Captain Dave Huxsoll, U.S. Air Force.



A Department of Defense contractor (left) and U.S. Air Force personnel (right) provide first aid to an Afghan girl at the Bagrami Village refugee camp in Kabul, Afghanistan. Providing essential aid is a critical part of the reconstruction effort and employs all elements of the Total Force.

This operational Total Force must remain prepared for complex operations at home or abroad, including working with other U.S. agencies, allies, partners and non-governmental organizations. Routine integration with foreign and domestic counterparts requires new forms of advanced joint training and education.

Finally, the Department must effectively compete with the civilian sector for high-quality personnel. The transformation of the Total Force will require updated, appropriate authorities and tools from Congress to shape it and improve its sustainability. Two key enablers of this transformation will be a new *Human Capital Strategy* for the Department, and the application of the new National Security Personnel System to manage the Department's civilian personnel.

Reconfiguring the Total Force

Recent operational experiences in Iraq and Afghanistan highlight the need to rebalance military skills between and within the Active

and Reserve Components. Accordingly, over the past several years, the Military Departments are rebalancing – shifting, transferring or eliminating – approximately 70,000 positions within or between the Active and Reserve Components. The Department plans to rebalance an additional 55,000 military personnel by 2010. The Military Departments are applying this same scrutiny across the Total Force to ensure that the right skills reside inside each element. The Military Departments and Combatant Commanders will continually assess the force to ensure it remains responsive to meet future demands. U.S. Joint Forces Command (U.S. JFCOM), as the joint force provider, is aiding the effort by ensuring the appropriate global distribution of ready forces and competencies. The Department plans to introduce a new methodology and review process to establish a baseline for personnel policy, including the development of joint metrics and a common lexicon to link the Defense Strategy to Service-level rebalancing decisions. This process will help synchronize rebalancing efforts across the Department.

A Continuum of Service

The traditional, visible distinction between war and peace is less clear at the start of the 21st century. In a long war, the United States expects to face large and small contingencies at unpredictable intervals. To fight the long war and conduct other future contingency operations, joint force commanders need to have more immediate access to the Total Force. In particular, the Reserve Component must be operationalized, so that select Reservists and units are more accessible and more readily deployable than today. During

the Cold War, the Reserve Component was used, appropriately, as a “strategic reserve,” to provide support to Active Component forces during major combat operations. In today’s global context, this concept is less relevant. As a result, the Department will:

- Pursue authorities for increased access to the Reserve Component: to increase the period authorized for Presidential Reserve Call-up from 270 to 365 days.
- Better focus the use of the Reserve Components’ competencies for homeland defense and civil support operations, and seek changes to authorities to improve access to Guard and reserve consequence management capabilities and capacity in support of civil authorities.
- Achieve revision of Presidential Reserve Call-Up authorities to allow activation of Military Department Reserve Components for natural disasters in order to smooth the process for meeting specific needs without relying solely on volunteers.
- Allow individuals who volunteer for activation on short notice to serve for long periods on major headquarters staffs as individual augmentees.
- Develop select reserve units that train more intensively and require shorter notice for deployment.

Additionally, the Military Departments will explore the creation of all-volunteer reserve units with high-demand capabilities, and the Military

Departments and Combatant Commanders will expand the concept of contracted volunteers.

Building the Right Skills

Maintaining the capabilities required to conduct effective multi-dimensional joint operations is fundamental to the U.S. military’s ability to overmatch adversaries. Both battlefield integration with interagency partners and combined operations – the integration of the joint force and coalition forces – will be standard features in future operations. The combination of joint, combined and interagency capabilities in modern warfare represents the next step in the evolution of joint warfighting and places new demands on the Department’s training and education processes.

Joint Training

The QDR assessed and compared the joint training capabilities of each of the Military Departments. Although the Military Departments have established operationally proven processes and standards, it is clear that further advances in joint training and education are urgently needed to prepare for complex, multinational and interagency operations in the future. Toward this end, the Department will:

- Develop a Joint Training Strategy to address new mission areas, gaps and continuous training transformation.
- Revise its Training Transformation Plan to incorporate irregular warfare, complex stabilization operations, combating WMD and

